



Department of Energy
Savannah River Operations Office
P.O. Box A
Aiken, South Carolina 29802

MAY 16 1997

Dr. Lawrence Brede, Jr.
Senior Vice President and
General Manager
Wackenhut Services, Incorporated
Aiken, South Carolina 29802

Dear Dr. Brede:

SUBJECT: Award Fee Determination for the Evaluation Period October 1, 1996, through March 31, 1997, Contract Number DE-AC09-93SR18292

During this award fee period, Wackenhut Services, Incorporated (WSI) continued to exceed our expectations through sustained operational effectiveness. You met or exceeded all Annual Operating Plan milestones in a qualitative and timely manner, and continued to demonstrate a high degree of professionalism in responding to the security needs of the Savannah River Site. You continue to be a model for security contractors within the Complex. This has been exhibited through performance in day-to-day security operations such as the effective and immediate security response to an injured WSRC employee trapped under a heavy radiation shield; the resolution of a suspicious package in a site facility; the response to a fire in an unattended building in F-Area; and the on-site search for an escaped suspect in an off-site shooting incident.

On November 14, 1996 you demonstrated your ability to perform in the highest manner in the "Grizzly Hitch" force-on-force exercise. The protective force response was consistent, sufficient, effective and resulted in neutralization of the opposition force. The exercises were conducted professionally and safely with no reportable injuries.

You successfully negotiated with the United Plant Guard Worker of America, Local 330, on a new 5-year collective bargaining agreement. The National Safety Council presented you with an Award of Merit for the significant reductions in 1996 injury and illness incident rates. You also received the Star Award from the Metro Augusta Quality Council for recognition of your use of total quality principles to effect continuous improvement.

Numerous life saving flights of critically injured traffic accident and heart attack victims were performed by your Aviation Department. It was reported by attending physicians that emergency medical transport was critical in saving the life of each individual.

MAY 16 1997

As a result of these accomplishments, I have determined that overall performance during this period is "Outstanding" with a numerical rating of 96 which is equivalent to 100 percent of the \$875,000 available fee. The specific adjectival rating for each performance objective is listed in the enclosure.

Sincerely,

A handwritten signature in dark ink, appearing to read "Mario P. Fiori", written in a cursive style.

Mario P. Fiori
Fee Determination Official

NB-97-101

Enclosure
Rating Summary Sheet

Enclosure, Letter "Award Fee Determination for Period 10/1/96 through 3/31/97, Contract Number DE-AC09-93SR18292" (Fiori to Brede), dated MAY 16 1997.

Rating Summary Sheet for the Period October 1, 1996 through March 31, 1997

A. OPERATIONS, MANAGEMENT, ENVIRONMENT AND SAFETY

<u>Performance Objectives</u>	<u>Objective Weight</u>	<u>Adjective Grade</u>
1. Effectiveness of Security Operations in the protection of SRS assets.	40%	Outstanding
2. Effectiveness of Security Program Management in assuring the protection of SRS assets as outlined in the Annual Operating Plan.	45%	Good
3. Environment, Safety and Health (ES&H) policies, procedures and programs provide compliance with requirements and protect workers, the public, facilities and the environment.	15%	Outstanding

**OVERALL WACKENHUT SERVICES,
INC. ADJECTIVAL RATING**

Outstanding



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OCT 08 1997

Dr. Lawrence Brede, Jr.
Senior Vice President and
General Manager
Wackenhut Services, Incorporated
Aiken, South Carolina 29802

Dear Dr. Brede:

SUBJECT: Award Fee Determination for the Evaluation Period April 1, 1997, through September 30, 1997, Contract Number DE-AC09-93SR18292

During this award fee period, Wackenhut Services, Incorporated (WSI) has taken sustained superior performance further toward the goal of "best in class." A number of clearly definable achievements underscore your commitment to provide high quality security services. You continued to be extremely responsive in providing consistently accurate and timely budget information, sustaining previous cost efficiencies, and continuing to seek new cost efficiencies.

Security and flight operations were validated by the U.S. Department of Energy (DOE)-Headquarters Environment, Safety and Health (EH) Profile Teams. In April 1997, flight operations, reviewed as part of a DOE complex-wide survey, resulted in no findings and the team was very complimentary about the safety and effectiveness of the aviation program. The team leader remarked that your aviation operations represented the best operation that had been visited by the team. In May 1997, another EH Profile Team reviewed the effectiveness in security operations. The team observed a force-on-force exercise conducted at a critical facility. All exercise objectives were accomplished and your personnel demonstrated their ability to effectively execute the mission. The Profile Team critique resulted in numerous positive comments regarding command and control, communications, and individual/team tactics. Your contribution on the planning of this Profile Team visit, assistance rendered during the visit, and performance of duty during the audits provided the team with a picture of a "site of choice" reference to security programs.

In a continuing effort toward self-improvement, you completed the second self-assessment using the Malcolm Baldrige criteria for excellence. I know you will have favorable results from the resulting application for the 1997 Energy Quality Award. You received the Safety Award for Accident Free Flying for fiscal year 1996 by DOE Headquarters. The award represented a year of accident free safe flying while attaining a better than 90 percent dispatch rate for operational missions. In addition to the Aviation Safety Award, each pilot and maintenance technician was

OCT 08 1997

recognized for 5 or 10 years of accident free flying and 10 or 15 years of safely maintaining the helicopters. The canine program continued to make positive contributions to site security programs through the competitions of the United States Police Canine Association Region Two Trials which serve as the annual certification for police dog proficiency. Four teams participated with numerous first and second place awards.

I noted more progress in the area of safety and industrial hygiene. The new direction in how safety is perceived and implemented was evidenced by the commitment of your managers to embrace the Behavior Based Safety Process Program, and the initiative to achieve ISO 14001 certification for the site Environmental Management System. The program was audited by an independent certified ISO 14001 registrar and, subsequently, received a recommendation for certification.

An area where performance did not meet our expectations occurred in September 1997 when a failure to properly implement security procedures by a security police officer, resulted in a security violation within a limited security area. Although the failure was discovered and corrected by WSI personnel, it is considered a contravention within the standards of conduct of operations and was noted as a deficiency.

I have determined that WSI's performance during this period is "Outstanding" with a numerical rating of 96, equivalent to 100 percent of available fee. Accordingly, a total fee payment of \$875,000 is awarded for this period. The specific adjectival ratings for each Objective are listed in the enclosure.

Sincerely,



Mario Fiori
Fee Determination Official

NB-98-004

Enclosure
Rating Summary Sheet

Enclosure: Letter, Fiori to Brede, dated OCT 0 8 1997

Rating Summary Sheet for the Period April 1, 1997 through September 30, 1997

A. OPERATIONS, MANAGEMENT, ENVIRONMENT AND SAFETY

<u>Performance Objectives</u>	<u>Objective Weight</u>	<u>Adjective Grade</u>
1. Effectiveness of Security Operations in the protection of SRS assets.	40%	Good
2. Effectiveness of Security Program Management in assuring the protection of SRS assets as outlined in the Annual Operating Plan.	45%	Outstanding
3. Environment, Safety and Health (ES&H) policies, procedures and programs provide compliance with requirements and protect workers, the public, facilities and the environment.	15%	Outstanding

**OVERALL WACKENHUT SERVICES,
INC. ADJECTIVAL RATING**

Outstanding